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17 July 1953

MEMORANDUM FOR: Director of Training

SUBJECT: Planning Procedure for Production of Training Films

1. Purpose:

It is the purpose of this memorandum to propose a procedure for the planning and production of OTR training films which will employ all of the appropriate resources of OTR to conceive and produce training films which are fully integrated in the curricula and technically effective as instructional aids.

2. General

a. A review of current practices in the military services and commercial educational film companies for the production of training films shows that there has been evolved a procedure for the planning and production of instructional films which insures to a high degree that the films produced have a maximum teaching value.

b. All of these practices reveal a consistent dependence upon a set of principles which underlie the procedural plan. These principles guarantee the educational effectiveness of films if applied all along the line from the origin of the film idea to the utilization of the film in instruction.

c. Stated in terms of the kinds of resources necessary to create effective instructional film productions, the principles are:

(1) Planning of a training film requires a thorough knowledge of the curriculum and any other training aids indicated for use, by specialists in training methods and curriculum preparation.

(2) Technical accuracy of the film content is secured through content control by subject-matter specialists (e.g. technical advisors).

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(3) The content of the films must be treated in terms of the psychological and instructional principles governing audience reaction integrated with film techniques by film script and production specialists.

d. The functional pattern to achieve curriculum-integrated training films may be stated simply as follows: (Diagram A shows this graphically.)

(1) Film needs (production requests) are proposed by instructors or specialists in curriculum construction and training methods.

(2) Training consultants (e.g. training aids and methods specialists and curriculum construction specialists) consider the specific purpose and scope of the film proposed and the place of the film in existing or planned training programs. Specific teaching objectives are assigned to the film.

(3) An accepted film proposal is developed in a detailed production plan through the coordinated efforts of the training consultants, subject-matter specialists (e.g. technical advisors) and film production specialists (e.g. script writers, production director.)

(4) The complete production plan is submitted for review to an executive board for considerations of policy and fiscal matters and approval of content and teaching effectiveness.

(5) Production is accomplished through the coordinated activities of the production specialists, technical advisors and required logistical and services support personnel.

(6) Instructional procedures for use of the film are developed by the instructional unit for which the film was produced, with the assistance of the training consultants. Additional uses of the film (complete or modified) are explored by the training consultants with other training activities.

### 3. Proposed OTR Plan

Applying these general principles of organization and procedure for training film production and use to the OTR training situation, this proposal is submitted as a general functional plan

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to accomplish that end. It has the following points to be accomplished through the work of three committees: (Diagram B shows this graphically.)

Point I

Training Film Consultant Committee

a. Functions:

(1) Prepare a plan for analyzing training film needs in the various curricula. A relatively standardized body of data is available as a part of curriculum analysis procedures.

(2) Analyze training film needs in the various curricula either on committee initiative, by specific requests from instructional branches, or by direction of the Executive Board of Review.

(3) Develop and present specific training film proposals to support current or planned curricula, in the form of recommendations to the Executive Board of Review.

(4) Recommend training film production priorities to the Executive Board of Review.

(5) Assist the training staffs in the development of instructional procedures for utilizing new training films which are produced.

(6) Ascertain additional uses by other training activities of training films produced by OTR.

b. Membership: (See Attachment A for duties of individual members)

(1) The core committee should be composed of:

a. Senior academic plans officer/TR(G), or

b. Senior academic plans officer/TR(S)

c. Training consultant (e.g. curriculum construction specialist)/A&E Staff

d. Training consultant (e.g. training methods and aids specialist)/TAB/SS

e. Script Writer/Project [REDACTED]

(2) Additional members should be appointed by DD's/TR(S) and (G) according to the curriculum study or the film proposal under consideration, as follows:

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- a. Chief Instructor of course concerned, and/or,
  - b. Chief subject--matter specialist concerned
- (3) Invited members in consideration of the sixth function may include:
  - a. Senior training officer/DD/P, or other Agency office concerned
  - b. Representatives of interested staffs, divisions or special training projects.

Point II

Training Film Executive Board of Review

a. Functions:

- (1) Approve or disapprove training film proposals, production outlines and production projects, as to film content and administrative considerations.
- (2) Approve or disapprove production priority schedules.
- (3) Present training film production plans to Project Review Committee, if appropriate.
- (4) Maintain liaison with top-level Agency offices on training film content and production problems.
- (5) Maintain extra-Agency liaison, if appropriate.

b. Membership: (See Attachment B for duties of individual members)

- (1) Core committee should be composed of:

- a. D/TR
- b. DD/TR(S)
- c. DD/TR(G)
- d. Ch, SS
- e. Ch, A&E Staff
- f. Ch, TAB/SS
- g. Motion Picture Director/Project [REDACTED]

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(2) Invited members might include:

- a. Senior Training Officer/DD/P, or other Agency office having an interest in the film.
- b. Subject-matter specialist from DD/P division or staff

Point III

Training Film Production Committee (Basically, Project [REDACTED] with advisory members)

a. Functions:

(1) Prepares training film production outlines on training film proposals approved by Executive Board of Review. Outlines include:

- a. Projected budgetary plan
- b. Preliminary support arrangements
- c. Preliminary production arrangements and schedule
- d. Script treatments

(2) Prepares training film production projects on training film production outlines approved by Executive Board of Review. Production project includes:

- a. Final budgetary plan
- b. Final support arrangements
- c. Final production arrangements and schedule
- d. Shooting script

(3) Produces films after approval of production project by Executive Board of Review.

(4) Refers completed film to Executive Board of Review and Consultant Committee for utilization studies.

b. Membership: (See Attachment C for duties of individual members)

(1) Membership for planning phases should consist of:

- a. Motion Picture Director/Project [REDACTED]
- b. Script Writer/Project [REDACTED]

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c. Project Officer/Project [REDACTED]

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d. Advisory members:

1. Training consultant/A&E Staff
2. Training consultant/TAB/SS
3. Technical Advisor(s)/TR(S) or (G)
4. Technical Advisor(s)/Agency office concerned

(2) Membership for production phase should consist of:

a. Motion Picture Director [REDACTED]

b. Script Writer/Project [REDACTED]

c. Project Officer/Project [REDACTED]

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d. Advisory members:

1. Technical Advisor(s)/TR(G) or (S)
2. Technical Advisor(s)/Agency office concerned

4. Additional Considerations

a. No intent is contained in this proposal to abridge the responsibilities of staff members as they may pertain now to the questions of curriculum revision or film production. Rather, these responsibilities have been assumed in this proposal. Only responsibilities peculiar to the fact of organizing to facilitate the production of the most effective educational films have been detailed in the committee lists. The proposal contemplates the full coordination of all OTR resources. Objectively, the capabilities to perform the functions assigned each element of OTR should exist, presently, in those elements.

b. It should be noted in the proposal that the membership of a given committee may change from phase to phase, or due to the subject matter of the film, or the sponsoring instructional branch. This should enable a full effort on the production proposals without encumbering the committees.

c. It should also be noted that once a film proposal is approved by the Executive Board of Review that the initiative for completing the production goes to Project [REDACTED] with the Production Committee a convenient structure to draw advisory assistance from OTR and other Agency offices and to present its production plans to responsible OTR officials for both content and administrative review and approval.

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d. It is not assumed that this procedural plan will be applied to the current film production effort but, initially, to consideration of the proposed clandestine techniques series.

5. Conclusions

This proposal may well serve as a point of discussion for the development of a fully implemented plan. Much yet needs to be done on the creation of adequate committee approaches, detailed procedures and other administrative and substantive details.



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Chief, Training Aids Branch

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